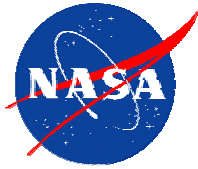




DIVERSITY

NASA GODDARD SPACE FLIGHT CENTER



Diversity Council Retreat Preparation

Diversity Council Meeting
December 15, 2003

Key issues

- ⑦ What changes have been seen across the Center over the last three years in the area of diversity? What do you think has contributed to these changes? How far have these penetrated into the organization?
- ⑦ Where are you personally? How have your perspectives changed over the last several years? What has caused any changes?
- ⑦ The Columbia Accident Investigation Board Report focuses a great deal on organizational history and culture. What aspects of the report have implications for Goddard's respect for and valuing diversity?
- ⑦ Are there any activities in your organization that you would like to discuss at the retreat, either to offer as benchmarks for others to consider or to explore with the group and use as a discussion topic with Marilyn Loden?
- ⑦ What are the most significant things (related to diversity) that the Center should focus on during the next three years?

GSFC Diversity Council Retreat – Draft Agenda

Day # 1 – PM (Tuesday, January 6, 2004)

2:00 Welcome & Agenda Review

2:15 Review Expectations & Groundrules for Participation

- Quartets discuss “What are your hopes/concerns and expectations for this retreat?”
- What do we need from each other to make this a productive work session? What do we want to avoid having happen?
- Report out details of discussions in total group
- Large group identifies common themes & agrees on groundrules for participation

3:00 Presentation: Trends in Diversity Work in 2003

- Presentation
- Q&A
- Small groups identify GSFC current state

4:30 Break

4:45 Review Change Adoption Model

- Presentation
- Q&A

5:30 Small groups identify where GSFC is with respect to diversity adoption

6:00 Close/dinner/social

Day #2 – AM (Wednesday, January 7, 2004)

8:00 Review Pre-Meeting Assignment

- Quartets discuss “With respect to diversity at GSFC”
 - What has changed in the last 3 years?
 - What makes continued adoption challenging?
- Report out details of discussions in total group

9:15 Break

9:30 Levers that Accelerate Adoption: Review Fishbone Model

- Presentation
- Q&A
- Small Group brainstorm assignments:
 - How can we:
 - Leverage the current Dialogue training at GSFC?

- Link diversity to Culture Survey results
- Build diversity competencies among supervisors, managers, and employees?
- Demonstrate our support for Code E while maintaining our Agency level autonomy?
- Make our diversity efforts inclusive of all groups including GLBT and people with disabilities groups
- Council members select a topic to Brainstorm
- Each sub-group reports out findings and follow-up recommendations

11:30 Lunch

12:30 Diversity Awareness Building

- Presentation on Barriers to Inclusion: Social Conditioning & Microinequities
- Small Group Activity
- Change Agents can Impact the GSFC Culture
- Sub-groups Present Lists of Potential Actions
- DC Integrators Present Roles/Responsibilities & Look for Commonalities/Differences
- Pairs react to lists: “Am I ready to do what is required?”

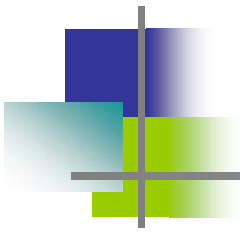
2:00 Break

2:15 R-O-I + R (responsibility)

- Presentation on Role Change Agents & Pragmatists in Accelerating
- Diversity Adoption
 - Each Council Member determines position on change adoption curve
- Sub-Groups discuss: What can we do personally to accelerate change within our Directorates? What assistance do we need to make change happen?

3:30 Session Wrap-Up & Group Check-Out

4:00 Close



Work Team Diversity Reassessment and Renewal

Proposed Updates to June 15, 2001 Plan

John Dalton

Krista Paquin

Sharon Wong



Work Team Diversity

Report to the GSFC Diversity Council

June 12, 2001

Updated based on Council comments

June 15, 2001

Rosa Acevedo

Jim Barrowman

Dillard Menchan

Diane Williams



Goal of Measuring Work Team Diversity

- Understand the level of diversity on our center work teams
- Sensitize team leaders so they take responsibility for ensuring diversity on their work teams

Delete:

- ~~*Demonstrate the validity of our business case for diversity*~~



Work Teams Are:

<u>Long Term</u> (Multi-Directorate)	<u>Long Term</u> (Single Directorate)	<u>Short Term</u>	<u>Ad HOC</u>
<ul style="list-style-type: none"> •Technology Federation •IT Federation •Project Teams •Formulation Study Teams 	<ul style="list-style-type: none"> •Directorate Diversity Teams •Directorate Initiative Teams 	<ul style="list-style-type: none"> •SEB's •Re-engineering Teams •Tiger Teams •Public Outreach Teams •Proposal Teams •Proposal Review Teams •Center Initiative Teams •Strategic Planning Teams •“Bail-out” Teams 	<ul style="list-style-type: none"> •Job Interview Panels •Award Selection Panels •Training Selection Panels

Long-Term \geq 1yr. duration

Ad HOC= Meeting once or twice a year



Work Teams That Should Be Monitored

- ~~*High Visibility*~~
- *Provide opportunity for visibility*
- Growth and Experience Opportunities
- ~~*5 or More Members*~~
- Civil Servant team members only
- Where membership is not based on position only
- Yearly anniversary snapshot for teams that last more than one year



Work Team Info of Interest

- Relevant Indices
 - Ethnicity
 - Gender
 - Disabled? or Targeted Disabled?
 - Grade Level
 - Generational
 - Born 1945 & earlier
 - 1946-1964
 - 1965-1986
 - 1987 & later
 - Skill Category
 - Scientists, Engineers, Administrative, Technician, Clerical
 - As appropriate for multi-skill teams
 - Decide by Directorate



Work Team Info of Interest

- *Additional Indices:*
 - Years on Center: Inclusive environment for new employees?
 - 1-5
 - 6-10
 - 11-20
 - 21-30
 - Desirable: Distribution of employees by Indices and by Organization that have never participated in a Team Activity
 - Intent: Identify potential need to proactively involve certain groups
 - Need to determine implementation feasibility



Responsibilities and Process

- Team Responsibility
 - Directorate or Code 100 Office for which the team is formed and which is responsible for the team results
 - Normally appoints the team leader
- Directorate & Code 100 Office Actions
 - Team leader reports team identification data and names of civil servant members to directorate/office diversity point of contact (POC) = Deputy or Diversity Council representative
 - POC, with staff help, uses OHR data base to determine member data for each team; analyzes team data, and aggregates team information and analysis across the directorate/office
 - Analysis description starts with Chart 9
 - POC reports team diversity information to the Director Of or Office Chief as teams form
 - POC reports directorate/office aggregate team diversity to the Diversity Council ~~quarterly (first two years; semiannually thereafter)~~ as part of annual Directorate report
 - ~~Directorates/offices include team diversity info in monthly Executive Council reports~~



Responsibilities and Process (cont.)

- *Directorates/Divisions/Branches:*
 - *Use BRIO to get ad hoc reports to assess diversity of team diversity and to use the WTD process as a management tool to strengthen inclusion in their organizations*
- Special Assistant for Diversity Actions
 - ~~Aggregates directorate/office data into center-wide analysis~~
 - ~~Reports at all hands meeting semi-annually (first 2 years, annually thereafter)~~
 - *Posts team diversity information from each directorate and center-wide on diversity website*
 - Includes team diversity information in Diversity Council Annual Report
- OHR/Code 290 Support Needed
 - Develop database access, analysis, and reporting software (BRIO based?) for use by directorates/offices and Special Assistant for Diversity



Analysis of Team Information

- **Percentage representations by relevant indices (Charts 6-7)**
 - OHR standard format (example, Chart 12)
 - For individual team by appropriate skill category (see next chart)
 - Used by responsible Director of or Code 100 Office Chief
- **Compare aggregated team leader and member representations with Goddard workforce populations**
 - Appropriate Comparison populations shown on next chart
 - Use NAPA-type display format (example, Chart 13)
- **Long-term Success Indicators for Targeted Groups**
 - % of team leads representative of appropriate populations
 - % of team members representative of appropriate populations



Analysis – Comparison Populations

Type of Statistic

- Individual Teams
 - Within Directorate
 - Multi-skill
 - Single Skill
 - Multi-Directorate
 - Multi-skill
 - Single Skill
- Directorate Aggregate*
 - Within Directorate
 - Multi-Directorate
- Center Aggregate*

Comparison Population

- Directorate for all skill categories (5 total)
- Directorate for specific skill category
- Center for all Skill categories (5 total)
- Center for specific skill category
- Directorate composite over all skill categories
- Center composite over all skill categories
- Center composite over all skill categories

*** As team statistics are aggregated at the Directorate & Center levels, the statistics should encompass all skill categories. Therefore, the valid populations to use for comparison are the all skill category composites.**

*Need to add
categories for
length of service
at GSFC*

Example – Individual Team Format

XXXXX Team, Established Y/Z/01, Team Lead - Joe Paterno													
Team Statistics													
Race	Gender	Total		Scientists		Engineers		Prof. Admin.		Technicians		Clerical	
		Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
African	Female	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
American	Male	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
American	Female	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Indian	Male	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Asian	Female	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
American	Male	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Hispanic	Female	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Hispanic	Male	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Non	Female	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Minority	Male	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Total Females		0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Targeted Disabilities		0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Total Disabilities		0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Total		0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Comparison with Directorate Skill Categories													
Race	Gender	Total		Scientists		Engineers		Prof. Admin.		Technicians		Clerical	
		Team %	Popul. %	Team %	Popul. %	Team %	Popul. %	Team %	Popul. %	Team %	Popul. %	Team %	Popul. %
African	Female	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
American	Male	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
American	Female	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Indian	Male	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Asian	Female	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
American	Male	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Hispanic	Female	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Hispanic	Male	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Non	Female	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Minority	Male	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Total Females		0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Targeted Disabilities		0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Total Disabilities		0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Total		0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0

*Need to add
categories for
length of service
at GSFC*

Example – NAPA-type Format

XXXXX Directorate Team Statistics				
%	Multi-Directorate Teams		Within-Directorate Teams	
Race	Center Population	Directorate Aggregate	Directorate Population	Directorate Aggregate
African American	0	0.0	0	0.0
American Indian	0	0.0	0	0.0
Asian American	0	0.0	0	0.0
Hispanic	0	0.0	0	0.0
Non Minority	0	0.0	0	0.0
Total Females	0	0.0	0	0
Targeted Disabilitie	0	0.0	0	0.0
Total Disabilitie	0	0.0	0	0.0
Total	0	0.0	0	0.0

KEY:

- = $\geq 120\%$
- = 110% to $< 120\%$
- = 90% to $< 110\%$
- = $> 80\%$ to $< 90\%$
- = $\leq 80\%$

This format can be used for Team Leader and Team Member aggregate statistics at both the Directorate and Center levels. Individual team format will vary for single or multi-skill teams.



Assuring Work Team Diversity and Opportunities

- Attention being paid to work team diversity should sensitize team leaders
- Director of/Office Chief responsible for each team and steers team leaders as appropriate, based on team data received from POC as teams form



Next Steps

- Validate purpose of WTD effort and questions we need it to answer
- Directorates revisit their Team entries and energize people to update the data base
- Directorates use data internally to assess diversity of their teams and take appropriate action
- Slip next BRIO quarterly report from Jan. 10 to Feb. 10 to allow data entry
- Directorates analyze BRIO reports - late Feb./early Mar.
- Discuss status and results at DC meeting after mid-Mar.